

**Total Company**

Revenue	FY22 Budget	FY21 Forecast	FY20 Actual	FY19 Actual
Membership	1,482,221	1,432,730	2,150,617	2,358,970
Program Fees	3,614,162	2,044,703	4,842,313	6,697,535
Special Events Revenue (Net)	541,070	475,000	801,322	714,470
Contributions	678,086	625,210	650,086	500,170
PPP Forgiveness	1,431,000	0	0	0
Foundation Grants	575,000	649,000	612,736	509,522
Federation Grants	750,000	1,321,487	925,381	891,815
Government Grants	400,000	511,411	548,330	405,574
Endowment Spend	408,968	396,064	379,789	371,606
Rentals	299,188	174,725	171,872	243,282
Other Income	24,667	13,943	228,507	146,028
<b>Total Revenue</b>	<b>10,204,362</b>	<b>7,644,273</b>	<b>11,310,953</b>	<b>12,838,972</b>
<b>Expenses</b>				
Salaries and Benefits	5,742,274	4,564,844	7,594,179	7,800,873
Program Salaries	0	0	0	0
Professional Fees	888,178	673,393	786,221	937,285
Direct Program Costs	731,339	415,499	1,044,039	1,524,551
General Operating Costs	778,737	785,058	893,217	1,099,560
Overhead and Occupancy Costs	1,852,302	1,612,738	1,716,340	1,908,923
<b>Total Expenses</b>	<b>9,992,830</b>	<b>8,051,532</b>	<b>12,033,996</b>	<b>13,271,192</b>
<b>Surplus (Deficit) Before Depreciation</b>	<b>211,532</b>	<b>(407,259)</b>	<b>(723,043)</b>	<b>(432,220)</b>

**Membership, Fitness and Aquatics  
(Departments 100-120)**

	<b>FY22 Budget</b>	<b>FY21 Forecast</b>	<b>FY20 Actual</b>	<b>FY19 Actual</b>
<b>Revenue</b>				
Membership	1,482,221	1,432,730	2,150,617	2,358,970
Program Fees	245,859	127,332	405,382	639,436
Special Events Revenue (Net)				
Contributions	6,786	5,000	10,859	8,161
PPP Forgiveness				
Foundation Grants			2,980	19,069
Federation Grants				
Government Grants	27,500	27,500	23,056	15,000
Endowment Spend	3,171	3,073	2,947	2,884
Rentals	155,140	124,725	26,529	21,173
Other Income	4,874	13,943	27,453	44,280
<b>Total Revenue</b>	<b>1,925,551</b>	<b>1,734,303</b>	<b>2,649,823</b>	<b>3,108,973</b>
<b>Expenses</b>				
Salaries and Benefits	899,620	686,871	1,141,566	1,067,539
Program Salaries				
Professional Fees	513,738	452,500	489,134	547,544
Direct Program Costs	156,102	104,136	117,670	236,806
General Operating Costs	74,986	73,119	77,032	71,875
Overhead and Occupancy Costs	67,637	44,928	52,253	54,148
<b>Total Expenses</b>	<b>1,712,083</b>	<b>1,361,554</b>	<b>1,877,655</b>	<b>1,977,912</b>
<b>Surplus (Deficit) Before Depreciation</b>	<b>213,468</b>	<b>372,749</b>	<b>772,168</b>	<b>1,131,061</b>

**FY22 01 Membership Fitness Support Pages**

Pages		<b>Doc No.</b>	<b>Workflow</b>	<b>Revenue</b>	<b>Expense</b>
	Microix				
	Personnel Worksheet				597,375
1 to 5	Membership	1762	100	1,521,768	205,774
6 to 8	Fitness Classes	1845	110	27,221	92,655
9 to 10	Personal Training	1846	110	166,556	98,796
11 to 14	Fitness Admin	1853	110	5,577	159,372
15 to 16	Babysitting	1854	110	115	0
17 to 22	Swim Classes	1851	120	21,162	7,965
23	Swim Lessons	1856	120	43,420	16,350
24 to 27	Aquatics Admin	1859	120	140,409	534,471
	<b>Total</b>			<b>1,926,228</b>	<b>1,712,758</b>
					<b>213,469</b>

**Early Childhood Center  
(Department 600)**

	<b>FY22 Budget</b>	<b>FY21 Forecast</b>	<b>FY20 Actual</b>	<b>FY19 Actual</b>
<b>Revenue</b>				
Membership				
Program Fees	1,992,370	1,503,450	2,121,251	3,222,305
Special Events Revenue (Net)				
Contributions		11,000	137,424	2,144
PPP Forgiveness				
Foundation Grants		20,000	20,000	20,000
Federation Grants				
Government Grants			10,000	0
Endowment Spend	17,076	16,270	15,601	15,265
Rentals				
Other Income			15,696	10,013
<b>Total Revenue</b>	<b>2,009,446</b>	<b>1,550,720</b>	<b>2,319,972</b>	<b>3,269,727</b>
<b>Expenses</b>				
Salaries and Benefits	1,375,583	1,083,333	2,239,726	2,218,739
Program Salaries				
Professional Fees	63,500	53,690	60,162	70,648
Direct Program Costs	88,250	65,462	122,573	162,741
General Operating Costs	28,810	40,300	36,275	86,958
Overhead and Occupancy Costs	15,200	12,870	14,975	15,964
<b>Total Expenses</b>	<b>1,571,343</b>	<b>1,255,655</b>	<b>2,473,711</b>	<b>2,555,050</b>
<b>Surplus (Deficit) Before Depreciation</b>	<b>438,103</b>	<b>295,065</b>	<b>(153,739)</b>	<b>714,677</b>

**FY22 02 ECC Preschool Support Pages**

Pages		<b>Doc No.</b>	<b>Workflow</b>	<b>Revenue</b>	<b>Expense</b>
	Microix				1,338,810
	Personnel Worksheet				
1 to 4	ECC Admin	1757	600	19,796	183,382
5 to 7	ECC Programs	1816	600	1,989,650	49,150
				<b>2,009,446</b>	<b>1,571,343</b>
					<b>438,103</b>

**Camp JCC  
(Department 500)**

	<b>FY22 Budget</b>	<b>FY21 Forecast</b>	<b>FY20 Actual</b>	<b>FY19 Actual</b>
<b>Revenue</b>				
Membership				
Program Fees	753,482	35,775	1,270,273	1,432,460
Special Events Revenue (Net)				
Contributions			16,135	12,625
PPP Forgiveness				
Foundation Grants				
Federation Grants				
Government Grants				
Endowment Spend	15,364	14,635	14,033	13,731
Rentals				
Other Income			1,891	4,173
<b>Total Revenue</b>	<b>768,846</b>	<b>50,410</b>	<b>1,302,332</b>	<b>1,462,989</b>
<b>Expenses</b>				
Salaries and Benefits	460,435	172,707	557,801	612,728
Program Salaries				
Professional Fees	38,700		44,154	68,886
Direct Program Costs	143,360	6,000	289,509	321,630
General Operating Costs	15,334		60,389	89,305
Overhead and Occupancy Costs			509	787
<b>Total Expenses</b>	<b>657,829</b>	<b>178,707</b>	<b>952,362</b>	<b>1,093,336</b>
<b>Surplus (Deficit) Before Depreciation</b>	<b>111,017</b>	<b>(128,297)</b>	<b>349,970</b>	<b>369,653</b>

**FY22 03 Camp JCC Support Pages**

Pages		<b>Doc No.</b>	<b>Workflow</b>	<b>Revenue</b>	<b>Expense</b>
	Microix				
	Personnel Worksheet				129,383
1 to 2	Camp Adom	1771	500	116,245	32,752
3 to 4	Camp Lavan	1776	500	126,841	37,708
5 to 6	Camp Kachol	1778	500	87,226	24,428
7 to 8	Camp Kesef	1780	500	75,374	27,811
9 to 10	Camp Zachav	1781	500	44,443	20,607
11 to 12	Camp Omanut	1782	500	61,176	27,004
13 to 14	Camp Habima	1783	500	64,469	30,648
15 to 16	Camp Maccabiah	1784	500	60,393	32,167
17 to 18	Camp Gesher	1827	500	17,689	6,878
19 to 25	Camp Admin Ops	1828	500	52,013	257,288
26 to 28	Aleph, Bet, Gimmel	1830	500	31,218	31,130
				<b>737,086</b>	<b>657,804</b>
					<b>79,282</b>

**Youth and Families**  
**(Departments 130, 140, 220 and 400)**

Revenue	FY22 Budget	FY21 Forecast	FY20 Actual	FY19 Actual
Membership				
Program Fees	406,122	268,930	687,126	1,003,563
Special Events Revenue (Net)				
Contributions	16,000	6,695	35,877	38,439
PPP Forgiveness				
Foundation Grants	100,000	100,000	140,740	109,254
Federation Grants		87,500	132,055	98,462
Government Grants				
Endowment Spend	50,909	49,435	47,404	46,383
Rentals				
Other Income	16,500		24,744	41,869
<b>Total Revenue</b>	<b>589,531</b>	<b>512,560</b>	<b>1,067,946</b>	<b>1,337,970</b>
<b>Expenses</b>				
Salaries and Benefits	419,780	218,704	454,239	499,087
Program Salaries				
Professional Fees	132,338	66,748	120,365	154,968
Direct Program Costs	82,559	31,657	212,009	270,599
General Operating Costs	19,615	12,283	37,507	31,869
Overhead and Occupancy Costs			6,946	7,891
<b>Total Expenses</b>	<b>654,292</b>	<b>329,392</b>	<b>831,066</b>	<b>964,414</b>
<b>Surplus (Deficit) Before Depreciation</b>	<b>(64,761)</b>	<b>183,168</b>	<b>236,880</b>	<b>373,556</b>

**FY22 04 Youth Support Pages**

Pages	Microix	Doc No.	Workflow	Revenue	Expense
	Personnel Worksheet				318,213
1	Youth Sports Lessons	1803	140	600	323
2 to 3	Rec Admin	1821	140		1,362
4 to 5	Adult Sports	1822	140	22,960	16,032
6 to 13	Youth Sports	1825	140	109,562	42,603
14 to 16	Holidays	1820	220	8,237	11,856
17 to 19	Parenting Center	1831	220	149,457	19,914
20 to 21	Music Enrichment	1746	400	37,468	27,420
22 to 23	Art	1751	400	10,840	6,489
24 to 25	Afterschool Classes	1753	400	5,180	2,053
26 to 29	Dance	1755	400	27,843	15,198
30 to 32	Maccabi Admin	1772	400	3,676	0
33 to 34	Youth Admin	1786	400	2,204	19,200
35	Challah	1832	200	16,500	11,000
36 to 37	Arts Alive	1815	400	67,000	62,230
38 to 41	Club J	1829	400	128,003	100,399
				<b>589,531</b>	<b>654,291</b>
					<b>(64,761)</b>

**Senior Programs  
(Department 200)**

	<b>FY22 Budget</b>	<b>FY21 Forecast</b>	<b>FY20 Actual</b>	<b>FY19 Actual</b>
<b>Revenue</b>				
Membership				
Program Fees	46,192	24,926	65,659	116,634
Special Events Revenue (Net)				
Contributions		34,000	38,640	65,600
PPP Forgiveness				
Foundation Grants	15,000	30,000	40,500	70,773
Federation Grants		4,987	19,262	19,290
Government Grants	185,000	175,450	278,524	235,364
Endowment Spend	75,574	84,503	81,030	79,284
Rentals				
Other Income			5,774	5,577
<b>Total Revenue</b>	<b>321,766</b>	<b>353,866</b>	<b>529,389</b>	<b>592,522</b>
<b>Expenses</b>				
Salaries and Benefits	142,190	93,330	210,705	230,374
Program Salaries				
Professional Fees	24,540	18,405	7,817	12,519
Direct Program Costs	53,828	66,531	87,318	157,361
General Operating Costs	2,235		22,614	16,504
Overhead and Occupancy Costs	9,385		44	89
<b>Total Expenses</b>	<b>232,178</b>	<b>178,266</b>	<b>328,498</b>	<b>416,847</b>
<b>Surplus (Deficit) Before Depreciation</b>	<b>89,588</b>	<b>175,600</b>	<b>200,891</b>	<b>175,675</b>

**FY22 Senior Support Pages**

Pages		<b>Doc No.</b>	<b>Workflow</b>	<b>Revenue</b>	<b>Expense</b>
	Microix				
	Personnel Worksheet				140,222
1	Archaeology	1750	200	2,167	0
2 to 3	Gateways	1752	200	1,283	0
4	Nutrition Admin	1754	200	694	0
5 to 6	Seniors Admin	1756	200	47,980	2,905
7 to 10	Coming of Age	1777	200	185,937	49,503
11 to 12	Internal Light	1816	200	19,566	0
13 to 14	Nutrition	1817	200	55,000	49,520
15 to 16	Sarah's Sisters	1824	200	9,139	3,240
				<b>321,766</b>	<b>245,390</b>
					<b>76,376</b>

**Arts and Culture  
(Department 210)**

	<b>FY22 Budget</b>	<b>FY21 Forecast</b>	<b>FY20 Actual</b>	<b>FY19 Actual</b>
<b>Revenue</b>				
Membership				
Program Fees	98,700	84,290	139,199	162,086
Special Events Revenue (Net)				
Contributions	54,800	33,000	54,333	40,014
PPP Forgiveness				
Foundation Grants		19,000	24,000	3,000
Federation Grants				
Government Grants	100,000	129,981	103,645	99,128
Endowment Spend	87,185	50,314	48,247	47,208
Rentals				
Other Income	3,293		6,693	9,162
<b>Total Revenue</b>	<b>343,978</b>	<b>316,585</b>	<b>376,117</b>	<b>360,598</b>
<b>Expenses</b>				
Salaries and Benefits	154,983	151,665	180,506	233,560
Program Salaries				
Professional Fees	35,871	550	27,004	49,077
Direct Program Costs	53,319	17,985	39,109	80,454
General Operating Costs	4,230		18,384	41,117
Overhead and Occupancy Costs	200		271	2,348
<b>Total Expenses</b>	<b>248,603</b>	<b>170,200</b>	<b>265,274</b>	<b>406,556</b>
<b>Surplus (Deficit) Before Depreciation</b>	<b>95,375</b>	<b>146,385</b>	<b>110,843</b>	<b>(45,958)</b>

**FY22 Arts Culture Support Pages**

Pages		<b>Doc No.</b>	<b>Workflow</b>	<b>Revenue</b>	<b>Expense</b>
	Microix				
	Personnel Worksheet				140,222
1 to 3	Artist of Excellence	1764	210	43,117	36,185
4 to 6	Jewish Life and Israel	1769	210	33,013	14,600
7 to 10	Arts Programming	1807	210	79,942	27,437
11 to 13	Arts and Cultural Admin	1809	210	118,051	15,609
14 to 16	Hebrew Classes	1844	210	69,855	14,551
				<b>343,978</b>	<b>248,603</b>
					<b>95,375</b>

**Inclusion  
(Department 700)**

	<b>FY22 Budget</b>	<b>FY21 Forecast</b>	<b>FY20 Actual</b>	<b>FY19 Actual</b>
<b>Revenue</b>				
Membership				
Program Fees	71,437		148,449	115,019
Special Events Revenue (Net)				
Contributions		18,000	31,384	30,696
PPP Forgiveness				
Foundation Grants	155,000	125,000	190,500	180,000
Federation Grants				
Government Grants	30,000	30,000	25,000	25,000
Endowment Spend	132,884	77,437	74,255	72,655
Rentals				
Other Income			8,513	8,222
<b>Total Revenue</b>	<b>389,321</b>	<b>250,437</b>	<b>478,101</b>	<b>431,592</b>
<b>Expenses</b>				
Salaries and Benefits	253,839	11,103	337,901	319,116
Program Salaries				
Professional Fees	13,541		15,202	18,731
Direct Program Costs	6,663	1,525	63,947	77,002
General Operating Costs	2,909		16,018	10,932
Overhead and Occupancy Costs			10	134
<b>Total Expenses</b>	<b>276,952</b>	<b>12,628</b>	<b>433,078</b>	<b>425,915</b>
<b>Surplus (Deficit) Before Depreciation</b>	<b>112,369</b>	<b>237,809</b>	<b>45,023</b>	<b>5,677</b>

**FY22 07 Inclusion Support Pages**

Pages		<b>Doc No.</b>	<b>Workflow</b>	<b>Revenue</b>	<b>Expense</b>
	Microix				
	Personnel Worksheet				16,608
1 to 2	Special Needs Ops	1836	700	55,321	0
3 to 4	Youth Inclusion	1843	700	67,417	54,049
5	Adult Inclusion	1837	700	68,538	2,700
6 to 7	Gudelsky Swim	1857	700	27,656	21,521
8	Camp CIT - Madatz	1861	500	1,760	25
9 to 11	Camp Inclusion	1862	500	95,000	114,507
12 to 14	Camp Kochavim	1863	500	75,388	67,566
				<b>391,080</b>	<b>276,976</b>
					<b>114,104</b>



**Management and General  
(Departments 800-859)**

	<b>FY22 Budget</b>	<b>FY21 Forecast</b>	<b>FY20 Actual</b>	<b>FY19 Actual</b>
<b>Revenue</b>				
Membership				
Program Fees				
Special Events Revenue (Net)				
Contributions			23,618	15,847
PPP Forgiveness	1,431,000			
Foundation Grants	305,000	250,000	2,100	
Federation Grants		500,000		
Government Grants	57,500	112,000	108,105	31,082
Endowment Spend	25,088	100,397	96,271	94,196
Rentals	144,048	50,000	145,343	222,109
Other Income			22,905	11,376
<b>Total Revenue</b>	<b>1,962,636</b>	<b>1,012,397</b>	<b>398,342</b>	<b>374,610</b>
<b>Expenses</b>				
Salaries and Benefits	1,757,623	1,905,449	2,112,301	2,241,129
Program Salaries				
Professional Fees	63,200	48,500	18,339	9,242
Direct Program Costs	103,377	104,278	75,803	137,770
General Operating Costs	583,118	644,356	544,562	680,951
Overhead and Occupancy Costs	1,759,880	1,554,940	1,641,263	1,827,442
<b>Total Expenses</b>	<b>4,267,198</b>	<b>4,257,523</b>	<b>4,392,268</b>	<b>4,896,534</b>
<b>Surplus (Deficit) Before Depreciation</b>	<b>(2,304,562)</b>	<b>(3,245,126)</b>	<b>(3,993,926)</b>	<b>(4,521,924)</b>

**FY22 Management Support Pages**

Pages		<b>Doc No.</b>	<b>Workflow</b>	<b>Revenue</b>	<b>Expense</b>
	Microix				1,618,870
	Personnel Worksheet				
1 to 6	M&G Admin	1741	800	1,760,721	151,188
7 to 13	General Overhead	1744	801	0	1,718,136
14 to 16	Facilities	1810	810	62,500	633,632
17 to 19	Kreeger	1852	8110	70,774	20,137
20 to 21	Facility Rentals	1850	8115	73,642	45,360
22 to 24	General Marketing	1739	850	0	84,875
				<b>1,967,637</b>	<b>4,272,198</b>
					<b>(2,304,561)</b>

**Fundraising/Development  
(Department 900)**

	<b>FY22 Budget</b>	<b>FY21 Forecast</b>	<b>FY20 Actual</b>	<b>FY19 Actual</b>
<b>Revenue</b>				
Membership				
Program Fees			4,974	6,032
Special Events Revenue (Net)	541,070	475,000	801,322	714,470
Contributions	600,500	517,515	301,816	286,644
PPP Forgiveness				
Foundation Grants		105,000	191,916	107,426
Federation Grants	750,000	729,000	774,064	774,063
Government Grants		36,480		
Endowment Spend	1,717			
Rentals				
Other Income			114,838	11,356
<b>Total Revenue</b>	<b>1,893,287</b>	<b>1,862,995</b>	<b>2,188,930</b>	<b>1,899,991</b>
<b>Expenses</b>				
Salaries and Benefits	278,221	241,682	359,434	378,601
Program Salaries				
Professional Fees	2,750	33,000	4,044	5,670
Direct Program Costs	43,881	17,925	36,101	80,188
General Operating Costs	47,500	15,000	80,436	70,049
Overhead and Occupancy Costs			69	120
<b>Total Expenses</b>	<b>372,352</b>	<b>307,607</b>	<b>480,084</b>	<b>534,628</b>
<b>Surplus (Deficit) Before Depreciation</b>	<b>1,520,935</b>	<b>1,555,388</b>	<b>1,708,846</b>	<b>1,365,363</b>

**FY22 09 Fundraising Support Pages**

Pages		<b>Doc No.</b>	<b>Workflow</b>	<b>Revenue</b>	<b>Expense</b>
	Microix				
	Personnel Worksheet				278,143
1 to 3	Fundraising	1763	900	1,352,217	27,997
4 to 6	Dinner of Champions	1808	900	392,000	67,141
7 to 8	Spring Event	1858	900	191,790	41,790
				<b>1,936,007</b>	<b>415,071</b>
					<b>1,520,935</b>